

## Dr. Paul Whitesell on “MENTORING”



Mentoring is the art of taking someone under your wing for the purpose of teaching them to do what you do, but leaving them with their own individual strengths and talents that might be far different than your own. You are going to give them the secrets you probably learned the hard way — the fast track, the answers to the test — as you will. Mentoring means giving some of your life's energy to someone else. Now that is asking an awful lot of a human being.

### **Be Humble & Tolerant**

Mentoring takes somebody who is very able and willing to let loose of the ego. It's hard for people who have acquired in a competitive world to hand somebody all that advantage, and worry about a slingshot around you, or ingratitude. If you care about them, and it is an absolute crucible that you do, it will hurt when they come into their own success.

It's like raising children. When they are young, they step on your toes; when they are older, they step on your heart. It is the same with mentoring. You must be *tolerant*, because, as they grow, they will naturally spiral out and resist you; they may even argue with you a bit. That will not fly well with you because they are playing at something that

you have been doing for a living, and it will aggravate you.

Just like the Prodigal Son, however, you must be willing to overlook things and take them back, because the most important aspect of mentoring is the relationship. It is crucial that the two of you like each other. The same is true in psychotherapy. If you do not like each other, all the knowledge will not come forward and you will not help them.

Do not be mistaken, you continue to mentor even when they are rebelling, but you have to give them their own autonomy. There is an old Chinese proverb that says, “Do not confine your children to your learning, for they were born at another time.” You make them into something just like you, only different.

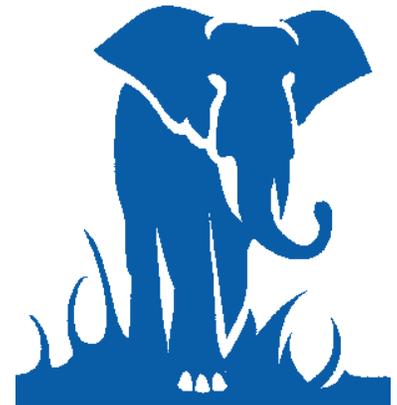
The problem in law enforcement is that police tend not to be tolerant people — they like to be right. They don't like it when people disagree with their view. That's all right in some things, but not in mentoring. So get over it!

### **Know Your Field**

Another quality of a good mentor is they know their field. They must “have seen the elephant,” as it were, and survived. That means, for example, when somebody has gone to combat for the first time, been shot at, put in harms way and had to survive, we say they have now seen the elephant. The analogy comes from big game hunting on the Serengeti. When you see one of those folks come running at you full tilt, it takes a fare amount of grit to stay there and shoot them.

If you have seen the elephant in this profession, you owe it to those who are coming up behind you to offer that experience. There are those who have it that hold themselves in and keep it stingy. Please don't do that. It is required. You must give it back in some fashion.

To help an understudy see the elephant, you can pick them up, but



you should not carry them. You have to let them fight their own fights. If you find something that your subordinate needs to learn, and you haven't seen or are likely to see that particular “elephant,” then it is better to find another mentor to cover that area.

### **Know Your Understudy**

A mentor must also know their understudy's dreams. If you don't know what their dreams are, you will try to mold them to your own personal dreams and miss the mark of mentoring.

If you do not know their faults and fallibilities, you will correct them with

*(Continued on Page 2)*

## Mentoring . . .

(Continued from Page 1)

yours in mind, and you will not be able to lead them where they need to go.

### Know The World

The mentor must have abstracted vision. It cannot be overemphasized how uncommon abstracted vision is. Most people have what we call parochial mentalities. There was a time when a church steeple was the tallest building in a community; as far as you could see from the steeple, in any direction, that was all that your world was about. It extends beyond the self, but isn't very worldly.

The opposite notion would be a cosmopolitan mentality. Such people see beyond what their niche in life affords them. These are people who read and must take advantage of internet, CNN, the learning channel, discovery, history channel, the things that go beyond what is relevant to them. This is important because a mentor must see beyond the obvious — they must see the big picture.

There is a four step model used for the mentoring process: Model, Mentor, Monitor, and Motivate.

#### Step 1: Modeling

With *modeling* the understudy is just there, mouth shut and eyes

open, while the mentor demonstrates "how" things are done. It is important that the mentor lead by example, because how they act when trouble is about will be modeled by the understudy. For example, if the mentor reacts with rage, the understudy is likely to do the same someday. Consequently, before you ever become a mentor, ask yourself: "Does my model life deserve a following?"

#### Step 2: Mentoring

The *mentor* stage begins when you let the subordinate help you do something. You are no longer just explaining the "how" or parochial view, you are now giving them the "why" or cosmopolitan view — so they can see the big picture. To accomplish this you must do more than just give them the facts, you must also tell them how you "feel" about a problem.

#### Step 3: Monitoring

*Monitoring* means you change places; the understudy performs the task and explains to you the "how" and "why." As a mentor, key on the positives and not the negatives, or you will cause a schism between you. There is too much blame hunting out there already. As in any survival situation (even the work world), if you create a threat, people will react

instinctively. They will fight, flee, or freeze-up. Instead, if they make a mistake, turn it into a learning experience: "Did you screw up? All right! What did you learn from it!?"

#### Step 4: Motivate

Finally, at the last stage you *motivate*. You give them a big boost, then you are going to stand back — let that personal investment go so they can develop their own style. Let them do it their own way, give them the benefit of the doubt. Get them to mentor others to enhance their learning.

### Conclusion

Most mentors become a lifelong contact, long after the formal relationship is over. The mentor might even call one day and say, "Put on your hat, I need some time." You will probably respond, "Jeez, what are you asking me for?" They will say "Because I trained you, I know what your potential is about and I need some of it back." Then you know you have arrived. 🍒

*Dr. Paul Whitesell is a military and police veteran, and currently is a psychologist for the Ft. Wayne Police Department. In future issues, watch for Whitesell on "Leadership" and "Survival."*

## Crimes Against Property

As a result P.A. 311 and P.A. 312 of 1998, there have been changes in value amounts for property crimes:

### New Dollar Amounts

LESS THAN \$200	\$200 – \$1,000	\$1,000 – \$20,000	\$20,000 OR MORE
= 93 day misdemeanor	or Less Than \$200 and Previous Conviction = 1 year misdemeanor	or \$200 – \$1,000 and Previous Conviction = 5 year felony	or \$1,000 – \$20,000 and 2 or more convictions = 10 year felony

### APPLIES TO THE FOLLOWING CRIMES:

Larceny – MCL 750.356; MDOP – MCL 750.377a and 750.380; MDOP to tree, shrubs, grass, turf, plants, crops, or soil – MCL 750.382; Failure to return rental or leased property – MCL 750.362a; Embezzlement – MCL 750.174; MDOP to gravestone – MCL 750.387; Receiving and Concealing Stolen Property – MCL 750.535; Arson of personal property – MCL 750.74; Preparation to burn (real or personal property) – MCL 750.77; Violate contractual limitations of financial transaction device (credit car, ATM card, etc.) – MCL 750.157w; Fraudulently obtaining telecommunication services – MCL 750.219a; Unlawful diversion of telecommunication services – MCL 540.540g. 🍒

Property in separate incidents (pursuant to a scheme or course of conduct for uncharged offenses) can be aggregated for a 12 month period to get a total to support a higher charge.



With the severity of our weather, Michigan police officers have always known they need to keep extra winter gear in the patrol car in case situations arise where they need to be outside for long periods. However, police often ignore the environmental threats of summer — most notably, the sun. Prolonged sun exposure, even in Michigan, is aging and can cause skin cancer.

To protect oneself, sunscreen should be part of a police officer's routine summer hygiene. Before going on patrol, apply sunscreen to all exposed

## Save Your Skin

areas. For most police, this would be the arms, neck and face. Keep extra lotion in the patrol car for additional applications.

Choose your sunscreen wisely, for maximum protection. Patrol time is no time to work on your tan. UVA and UVB are two types of ultraviolet light that reach the earth's surface. UVB causes sunburn. UVA does other skin damage. SPF stands for Sun Protection Factor. For example, SPF 15 means your skin is protected from sunburn for up to 15 times longer than if you weren't wearing sunscreen. Lower SPF numbers mean that a sunscreen will offer shorter

skin tolerance. Higher SPF numbers protect your skin for longer times. SPF 15 should be your minimum level of protection, and remember that no sunscreen gives total protection.

A couple more suggestions. Keep a jug of water in your patrol car so it's available on days you're too busy or isolated for a break. Dehydration is another summer threat. And wear proper sunglasses that provide maximum UV protection! ☀



## Operation NIGHTHAWK

Operation Nighthawk is a cooperative enforcement program, based on the work of Probation Officer Bill

Stewart and police team-up to make random visits, checking on probationers to ensure compliance with such probation terms as: school attendance, work attendance, address changes, who they associate with, and especially *curfews*.

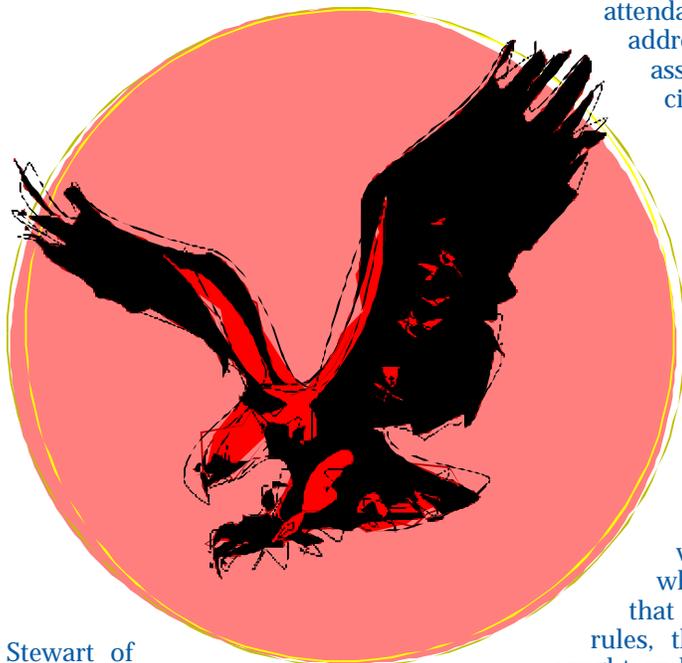
The concept is often compared to a Wild West movie: The sheriff is facing 50 desperadoes with only one bullet, but is able to keep them all at bay by demanding, "Who wants to be next?" The bite is put back in probation because probationers never know who will get visited next, or when. Word gets around that if someone breaks the rules, they are likely to get caught and go to jail.

The Detroit Police Department and a few other Michigan jurisdictions have already begun to implement Nighthawk. The process is simple. Typically, police officers knock and politely introduce themselves, checking the scene to ensure it is safe, then stand back quietly as the probation

officer conducts the interview. If the probationer is not at home during a curfew check, the probation officer will often make the suspect's bed, then leave a business card and a mint on the pillow to put them on notice. Note that Michigan probation officers can only search a residence, looking for a probationer, if they have one of the resident's consent, or if they have a search warrant. (Parole officers have more authority.)

During a seminar held at the MSP Training Academy, Bill Stewart said the secret to this program's success is a long-term working relationship between the police officer and probation officer, not bureaucracy. Kids hoping to get out of gangs often use the program's pressure on them as an excuse to break ties with their old peer group. Stewart says, "It's all about giving kids a chance to grow-up."

Not one to rest on his achievements, Stewart is already planning another program he calls "Operation Predator," in which probation officers and police ride together to apprehend pedfiles breaking probation or parole terms. ☀



Stewart of the Dorchester District Court and Lt. Gary French of the Boston Police Department. Aimed at reducing youth crime, it is now heralded as one of the most successful programs in the United States.

Operation Nighthawk keeps probationers on their toes by having pro-

## A Sense of Right

All too common today we hear news reports depicting acts of torture, rape, and murder by police. As of late, most reports are coming from Eastern Europe. Members of ethnic minorities are particularly vulnerable in many cases. Even in the United States, individual cases of police brutality persist. Always part of the problem is the "Blind Eye of History" — as analyst Bill Westfall so amply reminds us, we fail to learn from the past. In light of recent events, perhaps it would be timely if we examined history now.

### ORDINARY MEN

In the book *Ordinary Men*, Christopher R. Browning examines why German police officers committed acts of brutality during the reign of the Nazis. For example:

*"In the very early hours of July 13, 1942, the men of Reserve Police Battalion 101 roused from their bunks. It was still quite dark as the men climbed into the waiting trucks; the convoy halted just outside Jozefow Poland. The battalion had been ordered to round up Jews. The male Jews of working age were to be separated and taken to a work camp. The remaining Jews — the women, children, and elderly — were to be shot on the spot by the battalion."*

Browning explains that nobody would have predicted that these police officers would have committed such acts. In fact, they were the least likely to be considered apt for mass killing, considering their backgrounds. They were middle-aged family men of working class backgrounds. They were educated and spent their formative years prior to the Nazi movement. Many were police officers before the war and had standards by which to judge the Nazi policies they were being asked to carry out. Above all, these police were given the option to "step out" if they did not feel up to the task. Despite these disparities, only ten to twenty percent ever declined to participate in such actions.

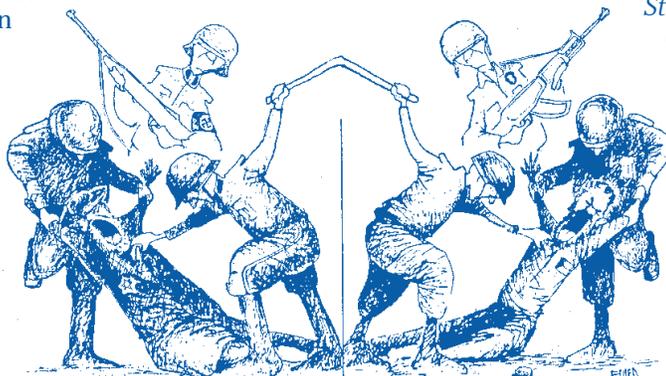
### WHY?

*"Suppose I got like the others — not caring. What would become of us? I mean . . . what makes things break up like they do? Are we savages or what?"*

*Lord of the Flies*, by William Golding

Why do police act unethically? Based on research conducted after W.W.II, Browning identified several factors that can contribute to a break-down in morality. It is important to note that it is not necessary for all these factors to be present, one or two could be enough to cause a catastrophe:

**Racism:** irrational hate based on group identity.



THERE'S A FINE LINE THAT DIVIDES...

**Polarization or a siege mentality:** an "everyone's against us" attitude.

**Deferring to authority:** following illegal orders out of fear of reprisal.

**Career ambition:** willing to do or cover-up immoral acts for selfish gain.

**Bureaucratization or no sense of personal responsibility:** apathy; a "don't care as long as it doesn't affect me" attitude.

**Conformity or peer pressure:** following immoral group decisions for fear of being ostracized from the group.

**Inured to violence or violence seen as part of job:** becoming desensitized to one's own growing aggression; loss of perspective.

**Embittered over one's own losses:** allowing the desire for revenge to dominate your decisions.

**Frustrated by a difficult job or tenacious opponent:** thinking that the ends justify the means; an "all or nothing" attitude; trying to win at any cost.

### FOOT SOLDIERS OF THE CONSTITUTION

A law professor once described police officers as "Foot Soldiers of the Constitution" because of their role in preserving society's norms and values. It is this sense of "constitution" that prevents ethical breakdowns and strengthens a police officer's resolve to do right. As General Colin Powell once put it:

*"I took an oath to support and defend the Constitution of the United States . . . Our Constitution and our national conscience demand that every American be accorded dignity and respect, and receive the same treatment under the law."*

Having a personal constitution to live by, or taking an oath, acts as a solemn promise to behave predictably in certain situations — and it should be reviewed regularly.

For your review, here is the "Law Enforcement Oath of Honor," developed by the International Association of Chiefs of Police Committee on Police Ethics. By the way, when was the last time you reviewed the Constitution of the United States? 🇺🇸

### Oath of Honor

*On my honor,  
I will never betray my badge,  
my integrity, my character  
or the public trust.*

*I will always have the courage  
to hold myself and others  
accountable for our actions.*

*I will always uphold the  
Constitution  
and the community I serve,  
so help me God.*